Teamwork in Tomas Bata University in Zlin, Team Creation

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Porvaznik, J and coll. 2008, Holistic Management – Pillars of competence in management – IRIS, Bratislava
Management Teams, Second Edition by R Meredith Belbin (2004)
The Management Team Handbook: Five Key Strategies for Maximizing Group Performance (Jossey Bass Business and Management Series) by Marie G. McIntyre
Team Leadership: A Guide to Success with Team Management Systems by Charles J Margerison

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ABSTRAKT

Czech abstract: Během uplynulých dvaceti let doznalo pojetí týmové práce významných změn. V současné době svoji pozornost na týmovou práci upírá většina organizací na celém světě. Na Univerzitě Tomáše Bati ve Zlíně (UTB) byla provedena studie zabývající se prací v týmu a tvorbou prací. Význam této studie lze spatřit v několika rovinách. Zaprvé, UTB je nejrychleji se rozvíjející univerzitou v České republice. Zadruhé, v rámci této univerzity nebyl ještě žádný výzkum orientovaný na práci v týmu či management týmu proveden. Cílem této práce bylo vymezit jednotlivé role v týmech existujících na UTB a zároveň zjistit, kterou roli členové týmu nejčastěji zastávají. Výzkum vychází z dotazníku Mereditha Belbina, tento dotazník byl rozeslán třiceti lidem na UTB. Podle Belbinova dotazníku se týmové role dělí do osmi skupin. Z výsledků výzkumu vyplynulo, že nejčastější týmová role na půdě UTB je ta, která nese označení „týmový pracovník" (ST). Ostatní role jsou nicméně v různé míře zastávány také.

Klíčová slova: tým, týmová práce, vedení týmu, Vytvoření týmu

ABSTRACT

English abstract: Concept of teamwork has grown for last twenty years. Most of the organizations all around the world are committed to teamwork nowadays. The study on teamwork and team creation has been done in Tomas Bata University in Zlin (TBU). The study is crucial on several grounds. Firstly, TBU is one of the fastest growing universities in Czech Republic. Secondly, no research has been done before related to teamwork or team management. The aim of the study was to determine individual roles in the teams at TBU and as well as to identify the most common role followed by the team members. A survey was done by spreading questionnaire prepared by *Meredith Belbin* among thirty people of TBU. The roles of the members are divided into eight categories according to Belbin's questionnaire. From the received results the most common role which is followed in TBU is Team worker (ST). In spite of that, the other roles are also followed by team members to a lesser or greater extent.

Keywords: team, teamwork, team leadership, team creation

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Last but not the least, I express me deepest gratitude to Almighty God and to our parents and friends who have endlessly supported and encouraged me in each and every hemisphere of life.

DECLARATION OF ORIGINALITY

I hereby declare that the work presented in this thesis is my own and certify that any secondary material used has been acknowledged in the text and listed in the bibliography.

April 16, 2009

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CONTENTS

INTRODUCTION

Background

Hawthorne studies were one of the earliest researches on industrial work groups. Dr. Elton Mayo who was professor in Harvard Business School carried out research between the years 1927-1932 at the Western Electric Hawthorne and worked in Chicago about employees work condition and productivity. Hawthorne studies revealed that working individually was not so effective but working in a team increases employee productivity and motivate people. It went more further to explain how working in a team encourages communication, cooperation and the sense of belonging. After Hawthorne studies, many studies have been carried out by different authors such as Kurt Lewin studies, Dr. W. Edwards Deming's guide to quality improvement etc. during the long period of course to improve teamwork.

Importance of the Study

The study is important in several grounds. One of the reasons is that, this study has been done in Tomas Bata University in Zlin (TBU). TBU is one of the rapidly growing universities in Czech Republic and has spread its network to other countries all around the world. Another reason for the importance of this study is lack of past research in the area of team management in TBU.

The study also has a practical importance too. The results of the research will reveal individual's roles in TBU and that could help in the formation of better team in future. This study will motivate more people to carry out further research on the same or related fields.

Research Problem

Basically two research problems have been found. Firstly, there was knowledge gap in team members of TBU about their roles in a team. Secondly, since they did not have clear concept about their roles, so it was difficult for them to create a sound team and maintain proper teamwork.

Objectives of the Study

The broad objective of this study is to identify the individual's roles in presently working teams in TBU by Menedith Belbin's questionnaire of team member roles. Under this broad objective one specific objective is to determine the most common role in TBU teams.

Limitation of the study

There are several limiting factors which affect on the length of the analysis and quality of the study. The main limitation of this study is language difference. Research part of this study has been done among limited people (PhD. students, employees, teachers and professors) in TBU. Response to the questionnaire for the survey has been carried out by only English speakers and those who can understand English.

I. THEORY

1 TEAMWORK

Teamwork is the ability to work together towards a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results (Andrew Carnegie).[1]

Teamwork is a group of individuals who closely tight together and agree to achieve common objective. Teamwork allows its members to share skills, ideas and provides constructive feedback. The team members work interdependently and work towards both personal and team goals, and they understand these goals are accomplished best by mutual support.

Team sets shared-responsibility for its members, work is distributed according to individual's skills. A team requires a high level of trust among its members; a team can not be exists without personality and accountability. The atmosphere of the team is casual; members are free to express their feelings and ideas on the team's problem. Disapproval is frequent, friendly and fairly comfortable.

Team management is creative problem solving. This creative problem solving is accomplished through four functions of management: planning, organizing, leading and controlling[2]. Team should have good leader with leadership quality to carry out functions of management with the members. Management in team is not only the responsibility of leader but also the responsibility of each and every individual within the team.

1.1 Principles of teamwork

Successful teams demonstrate all the basic principles of teamwork: precise objectives, strong and shared leadership, members are well informed, appreciation of ideas,

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[1] Mike Albright, "Teamwork fuels APE success", The Academic Affairs Magazine of SUNY Orange, *http://www.sunyorange.edu/academic_affairs/docs/CapeSuccess.pdf* (accessed till May 8, 2009)

[2] A.G.k Wijesinghe, email to author, May 12, 2009

involvement in decision-making, efficient communication, sharing of skills, friendly atmosphere, and interaction among team members.

Team can achieve goals comfortably by performing its basic principles. To work effectively, team leader encourages members to carry out team's fundamental principles. It is simple to assess team's performance and leadership quality by its principles. If team is going in a wrong direction it clearly shows lack of commitment towards its basic concept. In order to succeed; team adapts the following teamwork principles:[3]

- An obvious and commendable goal

- Actions should lead to fruitful results without any ambiguity in its consequences.

- Team members must have zeal and capability to carry out the work. Efforts should be given to yield the best.

- Commitment to the responsibilities by all members.

- To create a domain of cooperation, with new ideas and innovations.

- To draw the attention of surroundings and establish the team's identity

- Involvement of all members to carry out management activities with high management skills.

- Each should share dual responsibilities. Responsibility for common issue in a team as well as self responsibility.

- All the team members should have clear idea about the goal of the team

- On spot problem solving capacity of the members during common meetings.

- Work in a trustworthy environment being faithful to each other.

- Team work should be driven by inspiration and effective communication.

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[3] Jan Porvaznik and coll., *Holistic Management* (Bratislava: IRIS, 2008), 160-1.

1.2 Importance of teamwork

Teamwork in an organization is very significant, because it contains several important factors. Different organizations, those utilized the concept of teamwork got benefitted in many ways. It has been reported that teamwork in an organization helps to boost up its performances up to a high extent. It improves the production rate of the company, provides the ideas to solve the problem, and even more it gives great motivation to new growth. Teamwork leads the projects to be carried out in a group, not by individuals and that improves the mental strength of the employees, which results in higher input. So teamwork is proven to be beneficial for the companies those have adopted the concept. Company resource is one of the most important factor, either it should be available there in the company or may be outsourced through business, which will help to train the employees to become most efficient.[4]

Teamwork is crucial for organizations its help to create better interaction between employees. Team working is rapidly increasing; latest researches revealed exorbitant teamwork practices in all types of organization. Working in a team has many advantages on the view point of company as well as employee.[5]

Benefits for Employees –

- Teamwork provides larger prospect and more prestige to the employees. It helps to make them superior than their role in the job designation.

- The success of teamwork is shared by all the members in a team. Everyone is equally benefitted.

- Working in a team gives an employee the opportunity to flourish his/her proficiency to the other members, and at the same time teaches to learn new skills from others as well.

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[4] Ezine article, *The Importance of Teamwork in the Company* (2008),

http://ezinearticles.com/?The-Importance-of-Teamwork-in-the-Company&id=1343337 (accessed till May 8, 2009)

[5] Teambuilders Worldwide, *Why Teamwork is Important*,
http://www.teambuilders.com/index.php/learn/importance_of_teamwork/ (accessed till May 8, 2009)

- Working in a team always reduces the work pressure of an individual. Cooperation with other members makes the job smoother.

- Teamwork gives great positive impact to the standard of livings of the employees.

Benefits for Companies –

- Success of a company highly depends on teamwork. Teamwork brings the excellence in productivity in a company by means of the skills of the team members.

- Teamwork brings unity, and that power of unity can handle every growth of the company easily

- Teamwork is a mine of new and innovative ideas, and novelty in ideas is one of the most important factors to run a company.

- Working in a team is always cost effective. The costs of many factors are eliminated when the matter is taken care in a team.

- Teamwork encourages the companies to face the challenges and to maintain a competitive attitude.

1.3   Difference between in a team and a group

As a team and a group seem quite similar but there are many differences between them and their activities which are mentioned below:[6]

Team	Group
Objectives are same cleared and well explained to the members of a team. Members accept to complete common objectives.	Group members may have their own objective to work in a group, members do not necessarily agree on common goals.

[6] Peter Mears and Voehl Frank, *Team Building* (Boca Raton: St. Lucie Press, 2000), 93.
 Australian Business Limited and Australian Commonwealth ITR Department, *10 Ways to Distinguish between a Team and a Group*.
http://www.1000ventures.com/business_guide/crosscuttings/team_vs_group.html (accessed till May 8, 2009)

Decision-making involve all the members of team, decisions are made after each and every opinions heard and measured.	In a group, decision-making may not involve all the members, decisions are made by majority and minority opinions.
Leadership is shared**;** basically teams do not have fixed leadership. Team's leadership change on an as-needed basis.	Strong, clearly focused leader. Group appoints leader and have fixed leadership.
Roles are distributed according to member's skills and supported to their team.	Members have their roles to perform but do not have any support from its group.
Trust is necessary among team. It's allowing individuals to share intellectual property to accomplish goals.	Trust is not built in a group because members do not understand individual's roles.
Atmosphere is friendly, ideas are welcomed and others are ready to discuss**.**	Freedom of expression is limited; ideas are ignored when the group is operating.
Conflict is accepted as a normal phenomenon and it is believed that new and innovative ideas can come through this. Conflict is resolved in a proper manner.	In a group, conflict management is generally ignored by the leader until the situation deteriorates.
Success is enjoyed and shared by all the members. The credits for success go equally to all.	Credit for success may goes to hierarchy members of the group.

1.4 Characteristics of Effective Teams

All the effective teams should contain some characteristics. Those are given below in details.[7]

- **In efficient teams discussions and decisions are accompanied by all group members.**

    Involvement: Each and every member of a team has chance to get involved into the discussions. The discussions are generally very energetic and exciting.

    Listening: Team members are attentive and listen to others carefully. Then they analyze it among themselves for better understanding.

    General agreement decisions: Team's decisions are always finalized on the basis of the discussion with individuals' ideas. Team members generally try to keep away from voting and simple compromisation.

    Self appraisal: The team undergoes self assessment. Every member of the team estimates the team's performance and provides the ways for its improvement.

- **Effective teams channelize the disparity in opinion to the proper way**

    Free discussion: The team members share their feelings to each other about the team's scheme of work and the performance of the team. They are open minded and have no hidden motives.

    Civilized disagreement: Team members don't hesitate to express their disagreements. Disagreement is always expressed in a kind and friendly manner.

- **Productive teams share common targets and follow the same path to reach the goal.**

    Clear objective: The aim of the team is clear to all members. The team makes a plan for its activity.

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[7] Glenn Parket, *Team Players and Teamwork* (San Fransisco: Jossey-Bass, 1990), 33.
*www.clemson.edu/caah/english/resources/awp/awpsitedocs/word/Characteristics%20of%20**Effective**%20**Teams.doc*** (accessed till May 8, 2009)

External relations: The team grows up good association with the overseer as well as with the other teams. It also acknowledges the identity of the non team members.

▪ **In a good team workload is divided in a justified way.**

Unambiguous missions for work: Each member of the team has clear idea about his or her duties. They receive the appropriate assignments and solve them out immediately with perfection.

Variety in obligations: Each member of a team may be very skillful in his or her field of work, but their roles can be rotated among the team members. By this way they get confirmed that all roles are fulfilled.

1.5   Team roles and functions

In a effective team, all members of the team play their roles impresively. Quality team leader is very efficient for sucessful team, leader must have clear understanding of team roles and functions. There are several crucial roles in a team such as coordinator, ideas person, inspector, critic, external contact, implementer. All these roles are important for acheving targets, each team player apply their skill and knowledge according to distriduted responsibilities.[8] Team roles and functions are given below:

1.5.1   Setting goals

Setting goals is the one of the important task for a team. Goals should be challenging and realistic, while setting up goals team leader make sure that team has a clear understanding and sufficient means to achieve it. Team leader considers skills and experience of every individuals of a team to set targets and deadlines. The most important factor to set up goals is the meetings in the beginning; the more time members spend together the easier it will be to set up goals. It helps to build trust among individuals of a team and members can

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[8] Robert Heller, *Essential Managers: Managing Teams* (New York: DK Publishing, INC, 1998), 14.

freely discuss and decide the targets and deadlines.[9] Team should take into account the following things during setting goals:-

- Initial meetings of the team members, in order to understand better each other.

- Individuals skills, knowledge and experience

- Motivate individuals to share their opinions and ideas

- Free atmosphere of the meeting to discuss and decide the goals

- Deadlines of task

1.5.2   Team leader roles

Leadership is very important for a team, leaders should be strong and focused towards goals. Leader in a team is assigned to fulfill several important roles. Leader needs to cooperate the team to reach a common mission, tie up the team members with the same thread of unity and to look after that everyone is contributing his or her best. These roles are applicable every time to the leaders irrespective of working circumstances. Beside their specific knowledge and experience to achieve the goal, they develop their own identity to fulfill the role. That is necessary because, to carry out some roles some unique and effective personal features are required in addition to precise knowledge and experience.[10]

To understand better the features of leadership, it can be divided into two parts external behavior and internal power. External behavior consists of communication, visibility, teamwork, attentiveness and commitment where as internal power made up of self-belief, integrity, courage, results-focused and vision. [11]

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[9] Robert Heller, *Essential Managers: Managing Teams* (New York: DK Publishing, INC., 1998), 20.
[10] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation*(New Delhi: Viva Books Private Limited, 2008), 21.
[11] Robert Heller, *Essential Managers: Managing Teams* (New York: DK Publishing, INC., 1998), 14.
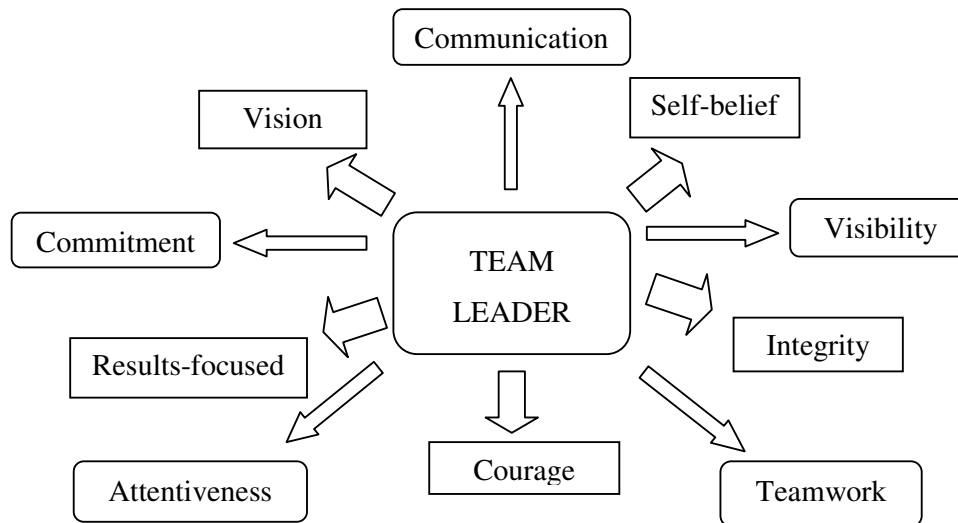
- Outer strength

- Inner power

Fig. 1: Team leader strength

Source: Robert Heller, *Managing Team* (DK Publishing, INC., 1998), 14.

1.5.3   Team roles task

After forming a team, the next step is to divide the roles of the team member. It does not make any sense to divide roles without knowing individual skills. Team leader try to match individual's skill with the role to have best result from it. Each member of the team may take no more than one role within a team and, indeed, the roles may change depending on the task in hand. The roles found within a team include:[12]

Initiator - Promotes new concepts and aim of the work. He/she can think about the problems from a new angle.

Information seeker - Responsible to get clarification about the assignments. Also helps to gather information to find out the solution of some specific problems.

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[12] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation*(New Delhi: Viva Books Private Limited, 2008), 22.

Opinion seeker – Seeks explanation about the estimated and concerned problems. Not pay much attention about proofs.

Information giver - Spread information among others. Passes achieved knowledge and experiences to the team members.

Opinion giver - Delivers own opinion regarding the problem rose. Also may give suggestions to solve the problem.

Elaborator - Elaborate the process in a stepwise manner. Deals with details and cause of the suggestions to solve the problem and helps to derive the results of the suggestions.
Coordinator - Co-ordinates and clarifies between different concepts and proposals. He/she arrange the activities of the group in a proper order.

Orienter - Prepare the scheme of work. Set the status of the group concerning the final aim.

Evaluator - Estimate the group's activity. Judge critically about the team's targets and performances.

Energizer - Acts as a stimulant in the group. Invigorate the group in making faster decisions and quick performance.

Procedural technician- Performs following a routine work in a periodic manner. Take care of the group to keep it up its action and dynamics.

Recorder - Notes down the processes to make records. The proposals, decisions and the duration of the meetings are generally recorded.

1.5.4   Team development

Team building is very critical for effective teamwork. There are several factors which should be done to build a good team. It is very important for any team to provide basic support and establish trust among team's members. Subordinate should have support of superordinate and other colleagues in a team to give their best. Teams also need to set up link with management to have backing of senior staff in an organization. It provides all available resource to a team to achieve the best results.[13]

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[13] Robert Heller, *Essential Managers: Managing Teams* (New York: DK Publishing, INC., 1998), 22.

Establishing team trust is one of the crucial aspects of team building. It is most essential characteristic of successful team is trust. Mutual trust should be established in initial stage of teamwork. It encourages communication, delegation, free exchanges of ideas and openness between members. Team leader play important role to establish trust, leader encourage members to share their time with other members of a team to understand better each other. If the team leader fails to thrive trust will not get best of their potential.

To maximize the performance of members, make individuals released their full responsibility for jobs and give freedom to carry out their work to increase the value of it, and in this way they contribute to the whole team with high efficiency. People need to be aware of where their responsibilities begin and end. Sense of responsibility should be created within the members and award total responsibility to team to achieve goals successfully.[14]

1.5.5 The individuals within the team

Each person should be treated as an individual in a team, while joining a team individuals bring their own set of necessitates and anticipation. As human, individuals have common features among them. People have certain common needs such as food, shelter, security and maintenance, in order to assure certain common needs of individuals and to achieve goals, team should not mix task with their needs. Organizations that treat their members as individuals, rather than as whole, are most likely to receive best of their skills.[15] In the diagram given below, it is clearly illustrated the overlapping needs of task, team and individual.[16]

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[14] Robert Heller, *Essential Managers: Managing Teams* (New York: DK Publishing, INC., 1998), 22.
[15] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation (*New Delhi: Viva Books Private Limited, 2008), 25-6.
[16] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation (*New Delhi: Viva Books Private Limited, 2008), 27-8.
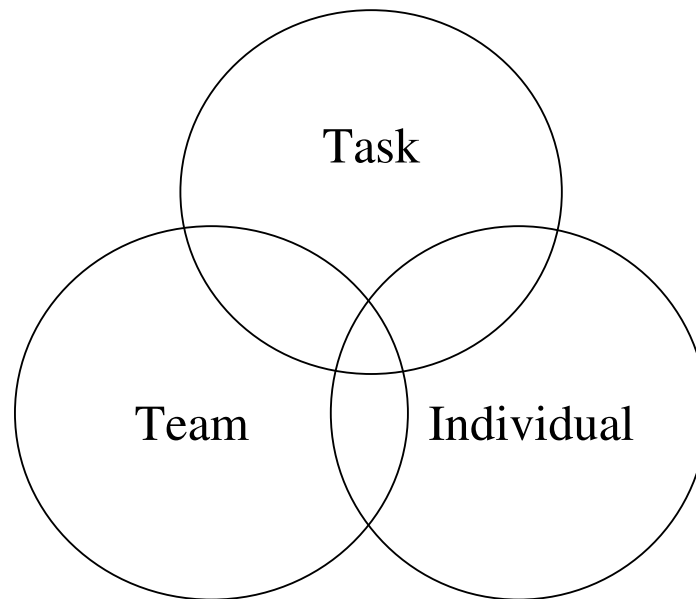
Fig. no. 2 Interaction between needs of a group

Source: John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation*

(New Delhi: Viva Books Private Limited, 2008), 27-8.

Task - It is needed to carry out the common assignment or to find out the solution of a problem. This is the motive the group is concerned about.

Teams - It is required to build up and carry on a sound work association among the members. This mainly deals with people and their relationship.

Individual - Every individual needs to fulfill their own particular demands, like food to eat, shelter to live, safety requirements and self-esteem. Individual requirements should be merged with team's needs so that they don't have to fulfill these on their own expenses.

Teamwork attracts people to work in a team because there is opportunity to expand their knowledge, ability and experience. People are recognized by their ability and skills. When a person is recognized for his/her individuality it will be realized what a unique contribution he/she could make to the common goal and team as a whole. Humans are main element of environment; it is developed by their presence. This principle is same in teamwork environment. There are some characteristics among individuals which build team environment.

- Trust

- Autonomy

- Initiative

- Integrity

- Security

1.6   Team Leadership

1.6.1   Characteristics of effective leadership

Effective leadership provides guidance, instruction, direction to the members of a team for the purpose of achieving a common objectives. The team-leader monitors the quantitative and qualitative result that is to be achieved. A good team leader motivates and listens constructively to members approach towards goal. An effective leader prioritizes issues that need to be tackled and helps to identify responsible members within the team to carry out those tasks. Team leader coach, direct, support or delegate as is appropriate, the individual members in order that they are best enabled to deliver the necessary results. A good team leader has these characteristics given below:[17]

- **Supportive:**

    Effective team leaders are supportive all the time, irrespective of working circumstances. He/she presents team needs to organization and organizational needs to the team.

- **Focused on organizational effectiveness:**

    Team leader make balance between work and people and encourage members to build interaction among them. He/she lead the team from the front to maintain the productivity and quality of a team.

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[17] Chris Pearson, "*8 characteristics of a good team leader", Human Recourse 101*
http://www.hr-esources.com/01/25/8-characteristics-of-a-good-team-leader/ (accessed till May 8, 2009)

- **Groom "replacement":**

A good team leader is always ready to share his/her role according to the situation. Creating leaders is one of the responsibilities of a present leader of a team. In order to prepare future leader, he/she hand over full individuals responsibilities and make them release that their roles are important for team success.

- **Good communicator:**

Effective team leader willing to listen individual's ideas and opinions. Team leader also give opinion about others ideas. If there is disagreement leader is able to explain his/her point of view and willing to work on best way.

- **Innovator:**

If team progressing towards goal, leader should flow with it. He/she should not try to implement any new way of working when team is doing well. Team leader is also developer of people. Leader's responsibility is to find abilities in individuals and encourage people for betterment of a team.

- **Creates positive expectancy**

An effective team leader must show abilities in creation of assertive expectancy. They help to generate high ambitions among the team members. Moreover, the expectations they set are having high values.

- **Models expected behaviors:**

Decision-making is consensus and members are welcomed in making decision. Risk-taking is also one of the factors to achieve goal. Leo Buscaglia's quotation speaks clearly about the importance of taking risk "*The person who risks nothing, does nothing, has nothing, is nothing, and becomes nothing. He may avoid suffering and sorrow, but he simply cannot learn and feel and change and grow and love and live*". Empowering is also one of the expected behaviors of team leader.

▪ **Able to deal with problem and team members:**

Effective team leader can cop up with problems and boost team members for creative problem-solving. Coaching is essential for team where team leader gives tips to people to work effectively. Team leader should be courageous and powerful enough to remove member who damage and discourage other members of a team.

1.6.2 Outcomes of effective leadership

Working in a team is a good platform for the team members to flourish their skills and to get achievements. Because it helps to develop the sense of responsibility, brings maturity and broaden the mind of each member. The team members get a clear aim of the work. They give the great effort to carry out the task productively. They learn to achieve confidence over their capabilities to accept new challenges. Because of this positive quality, they can easily combat and win those challenging objectives. The team members become an integral part of the team, and they find themselves very much attached to the organization. They don't leave each other; rather they grip each other firmly in the tough situations of the company. The sense of respect is generated in them and keeps faith and admiration to the managers. Overall, they adapt themselves with the changing world.[18]

1.6.3 Leadership functions in teambuilding

Teambuilding is core responsibility of leader. All leaders need strong personality traits to assert influence and function. To build successful team effective leader need to provide the functions of:[19]

Planning:
Planning is the initial function of leader in teambuilding in which leader seeks for all available and appropriate information. The next step in planning is to define purpose or

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[18] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation (*New Delhi: Viva Books Private Limited, 2008), 33.
[19] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation (*New Delhi: Viva Books Private Limited, 2008), 35.

goal to work together. Leader set a realistic framework to achieve desired goals.

Initiating:

Team leader provides all the available information clearly to the team on the aims and plan of action. Leader also explains the importance of achieving common objectives and the reason behind the plan. After that leader distribute responsibilities to the team members according to their skills. Standards of a team are set by team leader.

Controlling:

Controlling function in teambuilding for team leader is very necessary for checking errors in system and takes right measures to avoid state of disorder. As team standards are already set in initiating function, team leader try to maintain the same standards of a team. On a regular time of period leader check progress and make sure members are working towards the same goal. Leader encourages and motivates the members to keep discussions on right-track and move actively.

Supporting:

Supporting individuals as well as the whole group is crucial to get best from the team. Individual's contributions should be recognized and express by the leader. Disciplinary code must be followed in boosting morale and creating team spirit. Team leader watch closely to scatter any tension rose between team members and reconciles dissension to create better working atmosphere.

Informing:

There are certain roles of the team leaders to perform. As the project moves forward, they need to clarify the mission and the scheme of the work. They keep the team well informed by notifying them about the development is going on. Their duty is not only to deliver information to the team, even they pay attention to hear from them and receive feedback also. They involve themselves with the team members to discuss about the new thoughts and also ask suggestions from them.

Evaluating:

In evaluating function, team leader checks the feasibility of ideas and analysis the importance and consequences of new ideas and suggest solution. Team leader also assess

performance of the team and provide feedback to the team members. They allow evaluating the team by themselves against the set standards.

1.7   Team creation

'You do not know me, i do not know you, but we have got to work together. Therefore, we must understand each other, we must have confidence in each other. I have only been here a few hours, but from chat I have seen and heard since I arrived, I am prepared to say here and now that I have confidence in you. We will work together as a team. I believe that one of the first duties is to create what I call atmosphere. I do not like the general atmosphere i find here – it is an atmosphere of doubt, of looking back. All that must cease. I want to impress upon everyone that the bad times are over and it will be done. If anybody here thinks it cannot be done, let him go at once. I do not want any doubters. It can be done and it will be done beyond any posibility of doubt'(*Field Marshal Viscount Montgomery*).[20]

Team creation is complicated task for managers. People come from different background and they have their own thought, approach and vision. It is a challengeable task for managers to motivate people to work together in a team for a common objective. It is important for the members to agree to achieve common goal.[21]

Team creation should be initiated by overall determination of environment and culture for the anticipated team work. Management of an organization plays an important role to create positive atmosphere by giving full support to the working team, which can be done through their availability at the beginning of work on a project or showing interest by management delegates on the solution of the task.

The creation of a team is composed of several steps:[22]

- ▪ One must take care about the necessities of the members.

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[20] John Adair and edited by Neil Thomas, *Adair on teambuilding and motivation (*New Delhi: Viva Books Private Limited, 2008), 113.

[21]   Jan Porvaznik and coll., *Holistic Management* (Bratislava: IRIS, 2008), 163-4.

[22]   Jan Porvaznik and coll., *Holistic Management* (Bratislava: IRIS, 2008), 167.

- One must collect the data about the skillful members based upon implementation, questionnaires or pervious performance.
- One must take charge to handle personal and unofficial discussions with the other members. This helps to fulfill mainly the lack of personal information.
- One must analyze the information collected, if necessary should consult for Psycho-diagnostic check up.
- One must be responsible to make decisions and to involve the team members with this.

Selection of team members is based on the skills, knowledge and assessment of the level of the individual competence characteristics during the creation of the potential members. It is clearly known that there are specific requirements on team members to maintain certain standards for every profession that should be represented in a team. Below given point should be consider while selecting team members.[23]

Technical or professional competence

The applicable candidate in this criterion should possess the appropriate skills and knowledge to be able to handle and achieve the given task. Team leader may not be specialist in that particular task but leader needs enough comprehension to judge the team member ability.

Ability to work as a team member

The people who lack in motivation to work in a team or indifferent about the achievements should be eliminated during selection process. They will hinder the team's progress. Leader faces difficulty when people seem not to be motivated but could do better works when provided right environment and motivation. Motivated members have ability to work as a team together.

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[23] Jan Porvaznik and coll., *Holistic Management* (Bratislava: IRIS, 2008), 166.

The presence of the desired personal attributes

During selection process to analysis desired personal attributes of a candidate is necessary for making an effective team. Desirable attributes of a team includes: ability to pay careful attention to one who is speaking, a ready capability to adapt to new situation that requires a solution, Should have the skill to involve relations between persons and the quality of being genial, Have the positive attitude towards integrity and Capacity to provide and encourage faithfulness.

1.8 Stages of team development

Bruce Tuckman introduced the idea of dividing the stages of team development into four parts in order like Forming, Storming, Norming, and Performing. He added a fifth stage later considering the fact that self-managed teams became common in business and the stage was named as Adjourning/Transforming. The same five stages for teams were interpreted in different terms by Thomas Quick as Searching, Defining, Identifying, Processing, and Assimilating/Reforming. But irrespective of the terms used, teams will follow these five stages throughout their developmental and working course of action.[24]

Stage 1: Forming

The code of conduct of an individual is compelled by an inner urge to be acknowledged by the remaining members, keeping away from controversy or disagreement. People concentrate on their tasks to organize the team, arrange meetings, etc., but critical problems within an organization or company and the feelings are avoided. But everyone is also concerned for the collection of information about others, the aim of the work, and the way to reach the goal. This stage seems more relaxing, but by avoiding the conflicts and threats not much outcome can be achieved actually.

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[24] Bruce Tuckman, *Stages of Group Development* (Chimaera Consulting Limited, 2001).
http://www.chimaeraconsulting.com/tuckman.htm (accessed till May 8, 2009).

Stage 2: Storming

The members in a group remain gentle and pleasant to each other before any serious problem within an organization or company arises. Some people loose their temper early and some clashes are generated. If such kind of situation evokes, it is handled smoothly. To manage such circumstance is also one of the roles and responsibilities within the group. Some prefer that it is good to face real issues, but others want to avoid such situations and want to be there in a comfortable zone like stage1. Depending on the nature of the association or individuals, the disagreements are suppressed to a lesser or greater degree, but it still remains there under the surface. In case of managing conflicts, the individuals may realize that they are either winning or loosing the battles, and to deal with this they should seek for structural clearness and regulations to prevent conflict.

Stage 3: Norming

From stage 2, the opportunities and responsibilities to work in a group become clear and it develops the "rules of engagement" for the group. In spite of the disputes among the group, they start to understand one another to a greater degree and regard highly others' abilities and knowledge. A sense of unity is generated among the members and they pay careful attention to one who is speaking, appreciate and encourage each other, and get ready to change their previous views. To acquire this stage everyone needs to work with great effort, because they have to resist the pressure from outside which may lead to break up the group.

Stage 4: Performing

This stage is described as a state of mutual dependence and flexibility, but all groups can not obtain up to this stage. In this stage, every one knows each other very well and trusts one another as well. That provides the potential among them to work together and to allow independent activity. Function and duties of the members alter according to need. This stage is characterized by high group identity, faithfulness and spirit and every member shares about equal tasks and equal people-orientation. There lies a high extent of comfort and that produce positive energy in the group, and all the energy is spent to carry out the task(s) in hand.

Stage 5: Adjourning

This stage is related to the completion of the tasks, and at the same time detachment of the group members. Individuals feel pride after achieving the goal, as well as happy for being a member of such a delightful group. They require identifying what they have done and what to continue. According to some authors this stage can also be described as "Deforming and Mourning", as it leaves a sense of loss felt by the group members when they are detached.

ANALYSIS

2   METHODOLOGY

The data used in the study and the method use for measuring the concepts are the main contents of this chapter.

2.1   Sample and Data

The sample of the study includes thirty responses of *Belbin`s Preferred Team Profile Self-assessment Questionnaire* from the teachers, professors, employees and some PhD students of TBU who are currently involved in teamwork. This study has been done to identify individual roles in the teams.

The primary data have been used for this study. Data collection method is *Belbin`s Preferred Team Profile Self-assessment Questionnaire* as above mentioned (see appendix PI). To identify individual roles in a team Meredith Belbin divided the roles into eight different categories. They are as follows:

Description of team positions in Belbin´s questionnaire

1. IN – Planter
His ideas and thoughts are every time new, creative and effortless. His brain still creates bizarre advances. He is able to manage also big problems; he makes suggestions of their solution. He does not employ himself in realization or details; he is just a spout of innovations. He is indispensable at the beginning phase of projects because comes with the first impulse of innovation. One of his weaknesses is effective communication.

2. TV – Shaper
He moves the visionary but interesting ideas of planter into reality. He accepts appeals, he is dynamic, succeeds under pressure, and encourages getting over barriers. He prepares the ways suitable for filling the ideas. He regulates the discussion to a valuable action.

3. PO – Monitor-evaluator
Critically evaluates suggested projects and the ways of solutions. He considers their efficiency very really and thoroughly. He prevents the team from building air castles. He is

clever, thinks strategically. This human type brings you back to the ground very quickly even if he is not an inspirative or leading type. In this aspect he is an antipole (very necessary) to the role of planter. He is responsible for all alternatives evaluation. He has key role in the planning phase.

4. ZD – Resource investigator

He is a very enthusiastic worker with good communication skills. Unlike the planter he has no original ideas but joins him very well because is enthusiastic for everything new, he is able to understand the others and develop their ideas. He finds new ideas, possibilities and sources also out of group (team). He is indispensable at the moments when the standard operations fail. He can easily obtain information, finance and material for the realization of the project. He is able to provide an order that is connected also with making and keeping contacts.

5. RE – Implementer

He implements the ideas into the reality. He works systematically, is able to organize also very complicated projects. He is good at paperwork too. You can be sure that he will ever do all the necessary. He is not flexible what a problem in his assimilation to new opportunities.

6. DO – Completer finisher

Represents a perfect detailer. He takes care of all the things that should not be forgotten. He tries to achieve a perfect creation and that is why he does not allow any failures or errors. He is precise in his work, goes into particulars and monitors holding on advances and time limits.

7. ST – Team worker

He does not like conflicts and arguments. He takes care of amenity in the team. He alleviates conflicts, makes team atmosphere, and encourages members of the team in their strengths. He manages defects in communication and relationship and fastens the team. He gives the people back their moral, humanity and optimism. He takes care of the mental aspect of the team. His weakness is indecision in border situations.

8. KO – Coordinator

He is mature, accomplished and self-confident. He leads the team to common goal. He is an ideal leader of conferences because he can easily sum up knowledge and arouse confidence in other people. He can find the best in the team because he can recognize individual talent and let it show. This is how he increases self-confidence of the members of the team what then increases potential of the whole unit. He represents the best person in coordinating team ambitions.

2.2 Method

Following steps are taken in analyzing the data.

2.2.1 Computing the mean response:

Mean method has been used to identify individual roles and as well as most common role in the teams of TBU. In statistics, the mean is the mathematical average of a set of numbers. The average is calculated by adding up thirty responses in each category of individual roles dividing the total by the number of responses (see appendix PII). The following formula has been used to compute mean response:

$$\overline{X} = \frac{1}{N} \sum_{i=1}^{N} X_i$$

Where,

$\overline{X}$ = mean value of all responses

X_i = individual responses

i = number of responses, i = 1, 2, 3, ……., N

N = 30

2.2.2 Data Presentation

Bar chart is used to illustrate data so that different categories (individual roles) can be compared. The information is represented by a series of bars of the same width, displayed vertically. The height represents the mean response value of the figures involved.

3 ANALYSIS AND RESULTS

This chapter devoted to analysis data in order to analysis the individual roles in teams at TBU. The analysis has been done to identify following things:

- Individual roles in teams at TBU.
- Most common role team role in teams at TBU.

3.1 Mean response of individual roles

The following table presents the mean response of all individual roles under each category.

Table no.1: Mean response of individual roles

Individual Roles	Mean Response
Planter (IN)	7.20
Shaper (TV)	7.50
Monitor-evaluator (PO)	8.20
Resource investigator (ZD)	7.50
Implementer (RE)	8.83
Completer finisher (DO)	8.77
Team worker (ST)	12.73
Coordinator (KO)	9.03

The table represents the individual roles in the teams at TBU. The survey was carried out among thirty people from different area of specializations. They are either employees or researchers in TBU having experience of working in a team to a lesser or greater degree. According to the, response to the questionnaire their roles are divided into eight categories-planter (IN), shaper (TV), monitor-evaluator (PO), resource investigator (ZD), implementer (RE), complete finisher (DO), team worker (ST) and coordinator (KO).

The results show that the role of an individual as a team worker is predominating in TBU. From the graph it can be seen that the ST bar (team worker) is quite higher than the others. So, most of them have the real sense of being a team worker. That means they are able to maintain a friendly and encouraging atmosphere in a team, reducing the conflicts and arguments.

From the table it is also clear that except team worker, their involvement in other seven categories is more or less similar. After team worker (ST), the second highest role they play is coordinator (KO), but there is a significant gap between the values of ST and KO. The mean response for ST is 12.73 whereas; the same for KO is equal to 9.03. The mean response values decrease in the way RE=8.83, DO=8.77, PO=8.20, ZD=7.50, and the least value has been obtained for IN=7.20. It indicates that there is minimum preference towards planter (IN) division, which may pertain to lack in creativity and innovativeness. So it can be concluded that in TBU the individuals play mixed roles, however the main trend is inclined towards "team worker (ST)".

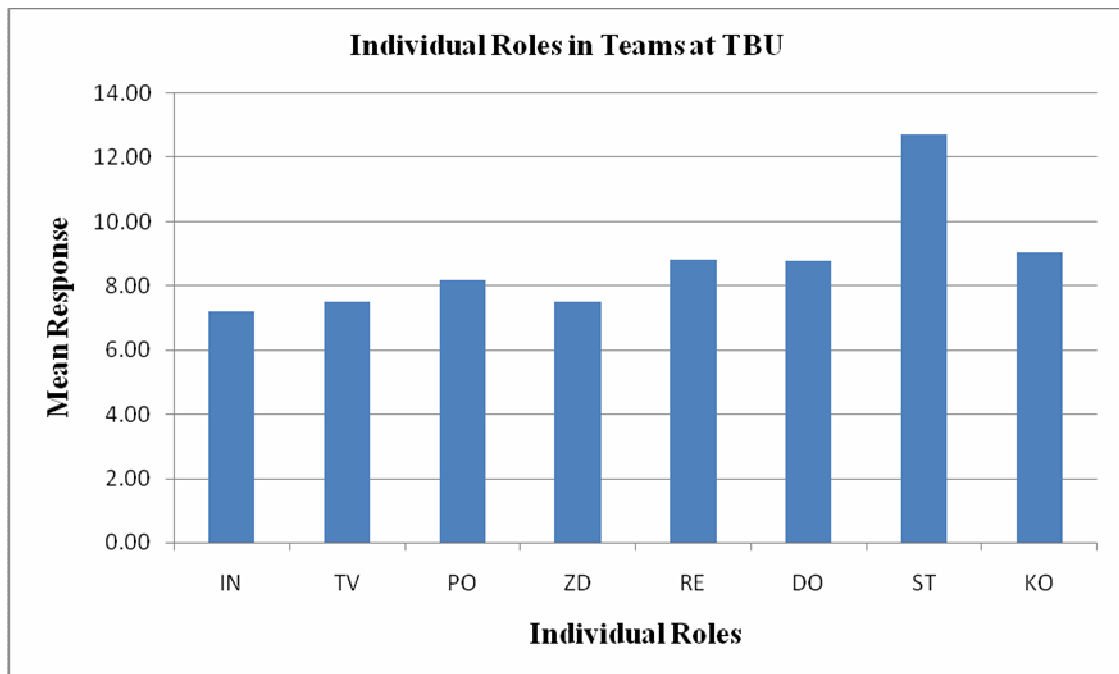These results are clearly shown by the figure 3 given below:

Figure no.3: Mean response of individual roles in teams at TBU

CONCLUSION

Team management is growing phenomenon in every type of organizations all over the world. Numerous studies have been done over last few years on teamwork or team management related topics and it revealed exorbitant practices of teamwork by the organizations. The survey on teamwork and team creation was carried out in Tomas Bata University in Zlin. It shows that TBU is also not different from other organizations in this respect.

According to the survey, a clear picture about team management in TBU has been unveiled. The main objectives of the survey were fulfilled. The results which were achieved by the survey show that varieties of roles are performed by the individuals in a team. Among the eight specified roles mentioned by *Meredith Belbin*, the most common role was found as a "team worker".

Keeping in mind all the above mentioned results, a number of recommendations could be stated. Firstly, this study was only limited to the English speaking people because the set of questions for the survey was in English. The same or related kind of study should be done among the non English speakers. Secondly, the survey should be repeated after certain periods of time to know the updated condition about teamwork. It will help to know the improvement and/or shifting of individual roles in the teams. Above all, it was a novel but simple approach to determine teamwork in the institute like TBU.

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APPENDICES

P I   Belbin`s Preferred Team Profile Self-assessment Questionnaire.

P II   Table for mean response values.

APPENDIX P I: BELBIN`S PREFERRED TEAM PROFILE SELF-ASSESSMENT QUESTIONNAIRE.

**Belbin`s Preferred Team Profile Self-assessment Questionnaire.** This is a useful tool to identify a person`s team profile. It consists of seven parts (i.e. questions). Every one of them takes into account one specific aspect of operating in a team. One section contains eight affirmations from A to H. The individual affirmations represent eight approaches to behaviour in a team – ranked according to Belbin's 8 roles.

None of the questions has an unambiguous right answer. Every personality profile is unique. It reveals something about you. The questions are posed in such a way that you could select from one or more suitable answers. Some of them describe your attitudes, feelings or reactions more precisely than others.

With a view to reflecting all of your attitudes in the final evaluation as precisely as possible, you need to allocate exactly 10 points to each question of the individual affirmations (A – H). You can assign an arbitrary number of points to every statement such that their sum for any one question equals 10.

Example:

1.	My contribution to the team:	Answer 1	Answer 2
A.	I quickly recognise and use new opportunities.	1	3
B.	I get along well with a wide spectrum of people.	-	-
C.	Creation of new ideas is my natural given.	2	4
D.	I try to engage everybody in his/her natural role in the team	-	1
E.	My ability to bring things to a successful conclusion springs from my personal effectiveness.	3	-
F.	If it will lead to a positive result, I'm willing to face temporary unpopularity.	1	-
G.	Usually, I quickly estimate realistic and feasible ideas.	1	2
H.	I approach alternative possibilities without prejudice or preconceptions.	2	-

You shall proceed to answer all of the questions in the questionnaire according to the example above. You should mark your points in the brackets in front of every question. At the end you will record them in the Final Table.

Questionnaire

1. My contribution to the team:

A. (   ) I quickly recognise and use new opportunities.

B. (   ) I get along well with a wide spectrum of people.

C. (   ) Creation of new ideas is my natural given.

D. (   ) I try to engage everybody in his/her natural role in team.

E. (   ) My ability to bring things to a successful conclusion springs from my personal effectiveness.

F. (   ) If it will lead to positive results, I'm willing to face temporary unpopularity.

G. (   ) Usually, I quickly estimate realistic and feasible ideas.

H. (   ) I approach alternative possibilities without prejudice and preconceptions.

2. Among my weaknesses in team work are:

A. (   ) I don't feel comfortable if meetings are not well-structured and led.

B. (   ) I still reserve more time to discuss new ideas and opinions.

C. (   ) When it comes to new ideas, I still speak a lot.

D. (   ) I tend to have a negative view on the problem, I don't share the enthusiasm of some of my colleagues

E. (   ) Sometimes I give the impression of aggressiveness and authority, mainly when something is to be finished urgently and it's very important.

F. (   ) I'm not an advocate of authoritative management against the will of others. A good team atmosphere is more important for me.

G. (   ) New ideas often attract my attention so much that I forget to follow what's happening around me.

H. (   ) According to my colleagues, I deal with many details and possibilities of non-success.

3. During collaboration on a project with others:
A. (　) I have the ability to influence people without forcing them to do things.

B. (　) In general, I try to be careful. This way, I often prevent many mistakes caused by a lack of attention. Not even forgotten things escape to my attention.

C. (　) I'm ready to push for action in order not to lose time at meetings and not to deviate from the set goal.

D. (　) Colleagues can count on me when it comes to working on something original.

E. (　) For the good of the thing, I'm still ready to defend a promising proposal.

F. (　) I long to search for recent trends and news.

G. (　) I think I have the ability to make the right decisions.

H. (　) I still control things even if the important steps are well organised.

4. My approach to working in a group could be characterised as follows:
A. (　) I have great interest in getting better acquainted with my colleagues.

B. (　) I don't have problems standing up against the opinion of the majority and defending the minority standpoint.

C. (　) I can easily develop arguments to disprove wrong opinions.

D. (　) I think I have the talent to launch something into movement immediately after the termination of the plan.

E. (　) I have the tendency to avoid ordinary solutions. I nearly always come up with something unexpected.

F. (　) I bring some perfectionism into every task.

G. (　) I sometimes also use contacts for extra-work purposes.

H. (　) I like to listen to all opinions. However, I don't have problems forming my own opinion.

5. How does my work inspire me?
A. (　) I like to analyse the situation and to assess all the possibilities.

B. (　) I like finding practical solutions to all of the problems the most.

C. (　) I like to support good relationships in the workplace.

D. (　) I have a strong influence on decisions.

E. (　) I often meet people who give me something new.

F. (　) I'm able to create the conditions for compromise solutions, taking into account all the necessary steps for their realisation.

G. (   ) I like seeing things ready. I concentrate all my energy and attention on the
      successful achievement of things.

H. (   ) I like working in areas that require imagination and creativity.

**6. If I was given an unforeseen, difficult task, with limited time and unknown
     people:**

A. (   ) I would feel the need to back away into a silent place and think over the possible
      solutions to the unexpected situation before the final decision.

B. (   ) I would be willing to collaborate with the person that had the most positive
approach.

C. (   ) I would find certain possibilities of dividing the tasks into smaller parts so that the
      solution would be divided among individual people.

D. (   ) My natural sense of urgency would secure the solution within a certain deadline.

E. (   ) I think that I would keep cool and focus my attention on the search for a solution.

F. (   ) Under the pressure of circumstances, I would be able to work continually.

G. (   ) If I saw the group wasn't making progress, I would be ready to take over
      guidance.

H. (   ) I would open the discussion and stimulate new ideas in order to move things
forward.

7. During the solution of problems in teams:

A. (   ) I'm not able to tolerate behaviour that inhibits the progress of the solution and I
      will simply point such behaviour out.

B. (   ) I'm often criticised for an excessively analytical approach with a lack of intuition.

C. (   ) For me, it is more important to verify the quality of the results even at the price of
      a delay in progress.

D. (   ) I have the tendency to start to get bored. I rely on a couple of creative team
      members to stimulate my imagination.

E. (   ) I don't like to begin to work without setting clear goals.

F. (   ) I have problems explaining very complex thoughts that come into my mind.

G. (   ) I delegate the things I can't do myself to others.

H. (   ) When I meet strong opposition, I hesitate to defend my own standpoint.

Evaluation of the questionnaire:

To interpret the questionnaire of one's self-perception of team roles, you need to transfer your answers to individual questions into the designated window of the table with its key. An example is shown for easier orientation.

Example:

In the introduction to the questionnaire there is an example of two fictitious answers to the first question. The results of fictitious participant Nr. 1 would be marked in the table as follows:

Question	1
IN	C
	2
TV	F
	1
PO	H
	2
ZD	A
	1
RE	G
	1
DO	E
	3
ST	B
	-
KO	D
	-
Points total	10

This approach is used to evaluate your answers. At the end, you add up the number of points for individual team roles

Final table:

Question	1	2	3	4	5	6	7	Sum
IN	C	G	D	E	H	A	F	-
TV	F	E	C	B	D	G	A	-
PO	H	D	G	C	A	E	B	-
ZD	A	C	F	G	E	H	D	-
RE	G	A	H	D	B	F	E	-
DO	E	H	B	F	G	D	C	-
ST	B	F	E	A	C	B	H	-
KO	D	B	A	H	F	C	G	-

Description of team positions in Belbin´s questionnaire

1. IN – Planter

His ideas and thoughts are every time new, creative and effortless. His brain still creates bizarre advances. He is able to manage also big problems; he makes suggestions of their solution. He does not employ himself in realization or details, he is just a spout of innovations. He is indispensable at the beginning phase of projects because comes with the first impulse of innovation. One of his weaknesses is effective communication.

2. TV – Shaper

He moves the visionary but interesting ideas of planter into reality. He accepts appeals, he is dynamic, succeeds under pressure, and encourages getting over barriers. He prepares the ways suitable for filling the ideas. He regulates the discussion to a valuable action.

2. PO – Monitor-evaluator

Critically evaluates suggested projects and the ways of solutions. He considers their efficiency very really and thoroughly. He prevents the team from building air castles. He is clever, thinks strategically. This human type brings you back to the ground very quickly even if he is not an inspirative or leading type. In this aspect he is an antipole (very necessary) to the role of planter. He is responsible for all alternatives evaluation. He has key role in the planning phase.

4. ZD – Resource investigator

He is a very enthusiastic worker with good communication skills. Unlike the planter he has no original ideas but joins him very well because is enthusiastic for everything new, he is able to understand the others and develop their ideas. He finds new ideas, possibilities and sources also out of group (team). He is indispensable at the moments when the standard operations fail. He can easily obtain infomation, finance and material for the realization of the project. He is able to provide an order that is connected also with making and keeping contacts.

5. RE – Implementer

He implements the ideas into the reality. He works systematically, is able to organize also very complicated projects. He is good at paperwork too. You can be sure that he will ever do all the necessary. He is not flexible what a problem in his assimilation to new opportunities.

6. DO – Completer finisher

Represents a perfect detailer. He takes care of all the things that should not be forgotten. He tries to achieve a perfect creation and that is why he does not allow any failures or errors. He is precise in his work, goes into particulars and monitors holding on advances and time limits.

7. ST – Team worker

He does not like conflicts and arguments. He takes care of amenity in the team. He alleviates conflicts, makes team atmosphere, and encourages members of the team in their strengths. He manages defects in communication and relationship and fastens the team. He gives the people back their moral, humanity and optimism. He takes care of the mental aspect of the team. His weakness is indecision in border situations.

8. KO – Coordinator

He is mature, accomplished and self-confident. He leads the team to common goal. He is an ideal leader of conferences because he can easily sum up knowledge and arouse confidence in other people. He can find the best in the team because he can recognize individual talent and let it show. This is how he increases self-confidence of the members of the team what then increases potential of the whole unit. He represents the best person in coordinating team ambitions.

APPENDIX PII. TABLE FOR MEAN RESPONSE VALUE.

No.	IN	TV	PO	ZD	RE	DO	ST	KO
1	9	18	13	5	13	2	9	1
2	6	12	11	7	6	4	12	12
3	10	2	6	5	11	5	14	17
4	7	15	7	4	8	8	6	14
5	5	8	13	7	8	6	14	9
6	5	7	3	5	15	11	9	15
7	14	3	7	0	24	9	7	6
8	0	12	6	0	13	20	6	13
9	9	12	6	6	12	8	9	8
10	11	4	4	14	5	4	17	11
11	4	13	10	4	10	7	12	4
12	5	11	10	6	11	11	9	7
13	5	5	2	4	9	17	21	7
14	3	4	10	15	11	4	15	8
15	6	2	8	7	5	10	20	12
16	10	16	9	1	9	13	5	7
17	5	10	12	5	12	8	12	6
18	7	9	6	3	7	12	18	8
19	1	8	9	16	9	6	12	9
20	2	2	6	6	18	4	19	13
21	0	8	12	13	2	15	18	2
22	5	2	5	10	1	12	29	6
23	13	7	8	17	6	2	6	11
24	15	7	10	5	9	9	2	13
25	16	0	1	8	10	8	16	11
26	13	10	9	6	8	11	8	5
27	0	7	14	15	0	10	24	0
28	9	0	3	12	0	13	21	12
29	16	3	10	19	0	9	9	4
30	5	8	16	0	13	5	3	20
Mean	7.20	7.50	8.20	7.50	8.83	8.77	12.73	9.03